

ADMINISTRATIVE - INTERNAL USE ONLY

Executive Registry
77-76161

Minutes of the DCI/MAG Meeting with Admiral Stansfield Turner

Monday, 16 May 1977 - 1715 hrs.

P-1.9.1

In Attendance:

Admiral Stansfield Turner, Director

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Special Assistant to the Director
Special Assistant to the Director

DCI MAG Members:

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Chairman

Recording Secretary

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DCI/MAG Advisor:

Ben Evans

1. After personal introductions of DCI/MAG members to Admiral Turner, [] (Chairman) opened the meeting with a review of the Agenda (cf. Attachment to these Minutes).

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[] then presented an overview of both the concept as well as the actual operation of DCI/MAG, illustrating the latter by describing the recent DCI/MAG Memorandum ("Management Advisory Group (MAG) Review of Agency Policy and Practices Concerning Hiring or Retention of Persons Involved with Homosexuality or Cohabitation" dated 26 April 1977, for the DDCI).

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STAT with specific focus on the procedures followed in generating the Memorandum. In this context, [] referenced the attention given minority/dissenting views within DCI/MAG, emphasizing the impact of one such dissenting view in the Memorandum which attracted the attention of the DDCI and has led to a re-examination of policy currently underway.

STAT 2. Discussion of the Agenda Item "Agency Promotion Policies" was then introduced as illustrative of DCI/MAG's broader interests and concerns in the area of Agency personnel policies. [] described the procedures followed by DCI/MAG leading to the Memorandum entitled "Personnel Management" dated 7 December 1976 and addressed to the DDCI. STAT [] summarized the salient suggestions of that Report as:

- (a) setting up a small Office of Personnel Policy (OPP) under the DDCI to establish overall personnel policy, monitor adherence thereto and handle career management of employees:

- GS-14 and above
 - on rotational assignments
 - on detail to other agencies;

- and directed by an individual appointed from outside the Agency.

- (b) focussing greater attention upon making promotions of professionals in lower grades more competitive so that the 'bottleneck' or 'bulge' at the GS-14 and GS-15 levels will not be so severe.

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- (c) reducing both the number of managerial positions as well as the total number of managerial 'layers' in order to 'make room' for 'specialists' (persons not motivated for careers in management but possessing special skills required for effective Agency operation) at higher grades.
- (d) relaxing rigid adherence to standards for time-in-grade as an element in promotions.
- (e) shifting of responsibility for defining job specifications (including grade level) from Position Management and Classification to the local manager.
- (f) expanding use of the Civil Service Commission practice of the 'double-jump' promotion (promotion advancing the employee two grades in one personnel action) at the lower professional grades.

3. Additional comments from other DCI/MAG members pointed up: the utility of reinstituting and formalizing a three-year trial/probationary period for all newly-hired employees; the desirability of wider dissemination of career-planning data especially regarding ceilings, promotion rates, etc.; the possibility of setting up distinct panels involved in evaluation and career planning for the employee pool from which future executives (super-grades) will be drawn viz., GS-14 and GS-15 level employees.

4. Admiral Turner asked the Group if, upon completion of the forthcoming super-grade promotion exercise, the purpose of wider dissemination of career-planning data would be served by

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his release of data regarding such items as the average age of selectees, the ratio of selectees to eligibles, etc.? The Group responded affirmatively. Admiral Turner then queried the Group about its perspective on handling/disposition of employees who are found consistently in the lowest percentile bands (lowest 5%) of comparative evaluations/rankings. The Admiral indicated that to accomplish certain of the MAG suggestions (those directed at increasing the opportunities for rapid promotion of outstanding careerists) it is also necessary to develop procedures for disposition/handling of lowest-rated employees. [] pointed up the need for very careful definition of any 'lowest' group emphasizing that sole reliance upon the criterion of performance potential could deprive the Agency of many competent, valued employees whom the Agency could not afford to lose. [] agreed there is conflict between the latter statement and the desire to open up promotion opportunities. She pointed out she feels this is just the type of problem which the proposed OPP should address.



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of circulating, to employees, selected items from the Director's morning meetings with the Deputy Directors was introduced. Admiral Turner queried the Group about the utility of closed-circuit TV/video-taped presentations directed by him to the personnel of the Agency. This query raised the question whether the Agenda Item might better be labeled "Visibility" rather than "Internal Communication". Comments were made by various MAG members regarding both Visibility (encouraging appearances before OTR groups such as Senior Seminar, Mid-Career and Advanced Intelligence Seminar) as well as Internal Communication (comments on the latter topic focussed primarily on the generally positive reaction to Admiral Turner's newly instituted "Notes From The Director").

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6. As the last Agenda Item, solicited descriptions of the various Directorate and/or 'mini-MAGs' (Office/Division level) from MAG representatives of the several Directorates. Admiral Turner, referencing his 16 May 1977 issuance of "Notes From the Director", suggested that his interest in meeting with: "...small groups of representative employees..." may be served through arranging contacts with the various Agency MAGs.

7. With Agency concern over implications of PRM 11 and community reorganization, Admiral Turner drew the meeting to a close by summarizing his perspective on the Agency in terms

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of community reorganization. He perceives reorganization outcomes as achieving better integration/fusion of the collection elements of NSA, NRO and DDO as well as of the analytic efforts of DIA, INR and DDI with no diminution of the role of CIA in the process. He was highly laudatory of the Agency's contributions to and expertise in the areas of collection and analysis, reaffirming his view that the Agency must remain the center-point of the integration/fusion effort. Admiral Turner indicated that this meeting with MAG had sharpened his awareness of the concerns and anxieties of Agency employees during this time of change. While he must be responsive to President Carter's focus upon his (Admiral Turner's) role as DCI, he felt this meeting had strengthened his resolve to make even greater efforts for contact with Agency employees. Admiral Turner closed the meeting with the observation that he remains optimistic over the outcomes of the PRM 11-based reorganization of the community as well as the role of Agency in the community.

8. Several MAG members indicated that release of the foregoing comments by the Admiral to employees would have a very positive effect, serving to reduce present employee concerns. The Admiral indicated he would give positive consideration to issuing such a statement.

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DCI'S MEETING WITH MAG

(Monday, 16 May, at 1700)

AGENDA

- A. Briefing by MAG Chairman on work under way (10 minutes).
- B. Discussion of MAG's current views on promotion policies.
- C. Discussion of MAG's current thinking re internal communications.
- D. Briefing by MAG on the existence of "Mini-MAG's" in each of the four Directorates and their possible role as a vehicle to you for forwarding ideas.

NOTE: This Agenda is subject to the proclivities of the meeting and your desires. I can promise you an interesting session and past DCI's have enjoyed and benefited from a rather unstructured session.

12 May 1977

Executive Registry

177-7616

MEMO FOR: Admiral Turner

FROM : B. C. Evans
MAG Advisor

SUBJECT : Your 16 May Meeting with the DCI's Management
Advisory Group (MAG)

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1. Enclosed are:

a. Agenda for your meeting (Tab A).

b. MAG's Charter (Tab B).

c. Your note re interest in meeting with MAG and a summary of their last Annual Report dated August 1976, which you previously read (Tab C).

d. A roster of current members (Tab D). Four former members whose tour was up as of 1 May also plan to attend the 16 May meeting.

2. Three MAG members met with [] to get up to speed and share their thoughts on internal communications. I have also provided MAG with the enclosed paper (Tab E) on promotion policy recently served up by the DDA.

3. [] has told me of your desire to utilize small groups to offer suggestions on a wide variety of topics. I have asked him to sit in on the meeting.

4. I will pick you up and escort you to the Conference Room where the MAG Chairman [] will introduce you to the members.

B. C. Evans

cc: []

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